

COLA'S STRATEGIC PLAN

Vision: International, national and state recognition for CoLA's

- exemplary faculty, staff, and students
- educational, research, and professional service programs

Mission: Provide students with a quality general education, undergraduate and graduate experience and engage in creative, innovative, and applied scholarship and professional service in the region and beyond.

GOAL 1

ENHANCE OUR DISTINCTIVE LEARNING EXPERIENCE TO RECRUIT AND RETAIN A DIVERSITY OF STUDENTS FROM THE REGION AND BEYOND.

Objective A: Expand marketing and recruitment efforts in the region and beyond, including out of state.			
Strategy	Outcome Measure	Timeframe	Champion
*Develop a process that continues to improve the CoLA web-sites, brochures, open houses, and other aspects of recruitment of CoLA undergraduate/graduate majors.	Increased number of CoLA majors	2003-2008	Faculty/staff/chairs/current students/Dean's Office
*Work with regional community colleges and universities to recruit CoLA undergraduate/graduate students.	Increased enrollments	Ongoing	Chairs/Dean's Office
Objective B: Diversify and enrich curriculum and make it more accessible, responsive, and flexible.			
Strategy	Outcome Measure	Timeframe	Champion
*Propose selected new graduate programs and selected new undergraduate/graduate certificates, minors and coursework.	Increased enrollments	Ongoing	Faculty/chairs/Dean's Office
*Provide financial support through assistantships for graduate students in existing and proposed programs.	Increased enrollments	Ongoing	Chairs/Dean's Office
*Work to provide targeted portions of web only versions of CoLA curriculum.	Increased web offerings	Ongoing	Faculty/chairs/Dean's Office
*Support the development and staffing of the new general education (GE) program.	Successfully implemented new GE program	Immediately through 2008	Dean's Office/Chairs
Objective C: Recruit and retain a nationally/regionally recognized diverse, student-centered faculty and staff.			
Strategy	Outcome Measure	Timeframe	Champion
*Ensure faculty/staff levels are appropriate to enrollments.	Adjusted tenure line/full-time faculty comparable to other state (peer) institutions such as the University of Toledo.	Immediately through 2008	Dean with support from chairs and all CoLA faculty and staff

*Ensure that CoLA's faculty and staff are representative of minority and ethnic groups.	Faculty/staff representation that strives to reach, at a minimum, availability statistics	Ongoing	Dean/Chairs
*Provide faculty/staff incentives and support for retention purposes.	90% retention of faculty/staff	Ongoing	CoLA administration
*Decrease use of adjuncts.	Increased student retention	Ongoing	CoLA administration
Objective D: Enhance the academic success of students by creating a student-centered environment, improving upon current facilities, programs, co-curricular activities and technology.			
Strategy	Outcome Measure	Timeframe	Champion
*Improve facilities for the fine and performing arts.	Renovation of the CAC and more space made available to the arts	Immediately through 2008	Deans and arts' chairs
*Increase the use of technology at all levels of teaching.	Increased use of technology classrooms, all CoLA syllabi on-line, increased courses/programs available on-line or web-enhanced	Ongoing	CoLA faculty/staff/chairs/Dean's Office
*Support student organizations, student employment, student involvement in research and peer advising, and other student-oriented teaching and service activities.	Increased funding and number of students involved in CoLA's mission and work	Ongoing	Faculty/staff/chairs/Dean's Office
*Improve college advising.	Successful implementation of the DARS system and continuous support for CoLA Advising Day	Ongoing	CoLA faculty/staff/administration.

GOAL 2

EXPAND OUR PARTNERSHIPS THROUGH EXTERNAL FUNDING AND COLLABORATIVE SCHOLARSHIP BOTH REGIONALLY AND GLOBALLY

Objective A: Enhance and expand facilities and infrastructure for research, scholarship and learning through increased extramural and intramural support.			
	Outcome Measure	Timeframe	Champion
*Garner federal, state, and local external funding to support CoLA faculty/student research, outreach projects, summer programs, and innovative teaching/learning work.	Increased revenues from enrollments and external funding	Ongoing	Faculty/staff
Objective B: Grow collaborative scholarship and centers of excellence.			
Strategy	Outcome Measure	Timeframe	Champion
*Encourage faculty/staff to collaborate within CoLA, with other colleges and units such as UCIE, with colleagues at other universities to seek external support for teaching, research, and service projects.	Increased external support	Ongoing	CoLA faculty7staff/administration
*Collaborate with the College of Education and Human Services to support the teacher education and organizational	Increased enrollments, faculty and external support	Ongoing	Chairs/faculty/Dean's Office

leadership initiatives. *Collaborate with the Raj Soin College of Business and the College of Science and Mathematics in selected areas of the curriculum.	Increased enrollments and faculty	Ongoing	Chairs/Dean's Office
Objective C: Increase investment in human capital responsible for collaborative scholarship and extramural support through appropriate incentives, recruitment, retention and professional development.			
Strategy	Outcome Measure	Timeframe	Champion
*Provide internal support for faculty/staff to seek external funding.	Increased enrollment and external funds	Ongoing	Dean's Office
*Support faculty/staff who through collaboration seek external funding.	Increased external funding	Ongoing	Dean's Office

GOAL 3

Original: EXTEND OUR ENGAGEMENT WITH GOVERNMENT, BUSINESS AND NON-PROFITS TO FOCUS ON EMERGING AREAS OF NEED.

Objective A: Where appropriate, increase the opportunities for community engagement within curriculum.			
Strategy	Outcome Measure	Timeframe	Champion
*Provide support for programs that target WPAFB and K-12 teachers/students, for lecture series and other public programs and for involvement of CoLA alumni in the development of innovative curriculum-based work.	Increased enrollments and public support for CoLA	Ongoing	Faculty/staff/chairs/Dean's Office
Objective B: Encourage and support increased participation of faculty, staff and students in community service and leadership.			
Strategy	Outcome Measure	Timeframe	Champion
*Increase faculty/staff/student community service and leadership by using internal infrastructure/resources such as the Center for Urban and Public Affairs	Increased public support for CoLA initiatives	Ongoing	Chairs and Dean's Office
*Support the CoLA service learning committee and its initiatives	Increase the number of CoLA service learning courses, internships, and other experiential learning experiences	Ongoing	Faculty/chairs/Dean's Office
Objective C: Enhance the quantity and quality of dialogue with our various communities (e.g., multi-disciplinary forums, think tanks, symposia, etc.).			
Strategy	Outcome Measure	Timeframe	Champion
*Utilize the forums such as the ARTSGALA, international study for our students and alumni, CoLA alumni reunions, departmental/college lecture series to foster interaction and support from our multiple constituencies and publics.	External support for CoLA departments and programs	Ongoing	CoLA faculty/chairs/staff/students/Dean's Office

*Utilize the fine and performing arts as the university's primary mechanism to reach out to the community and WSU alumni.	Increased support for all WSU units/ colleges	Ongoing	Arts Chairs/Dean's Office